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INTELLIGENCE COMMUNITY PERSONNEL STUDY

Proposal for Areas for In-Depth Study

Based on the preliminary investigation, it is proposed to concentrate the study in the areas of total compensation, training and career development, staffing, equal employment opportunity, and future Human Resources Management (HRM) needs of the IC agencies.

These areas will be examined in the context of the broad issues stated in the Authorization Act and the contract: whether the present and planned HRM systems will be able to attract and retain the highest quality personnel; whether there is a need for significant changes in HRM systems to meet future change; and whether there are significant differences in the HRM problems confronting the intelligence community agencies in contrast to other federal agencies and in contrast to each other.

Briefly, the focus of inquiry for each area proposed for examination is as follows:

1. Total Compensation.

--examine pay from two aspects; the impact of the pay cap and the need for increased agency flexibility in the use of the pay system within cap limits.

--examine benefits from two aspects: the need for benefits enhancement because of the nature of the work performed by staff in the IC agencies and the need for increased agency flexibility in the use of benefits to better meet the needs of a changing workforce.

--examine compensation and benefits comparability for staff in overseas assignments including a comparison with the State Department.

--examine the need for different/better pay and benefits from the general federal civil service.

--examine specific pay and benefit issues, cited in the contract and/or which are developed in the course of the study, which affect the ability of the intelligence community agencies to compete with the private sector and with other federal agencies for top quality personnel.

2. Career Development and Training.

--examine the career development programs to determine how they support the future staffing and skill needs of the agencies.

--examine the adequacy of training and retraining programs in the agencies and how they are linked to improving job performance and meeting current and future skill needs.

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--examine the adequacy of resources for training and career development programs.

--examine workforce and succession planning programs to determine their adequacy for meeting the future staffing, training and career development program needs of the agencies.

3. Staffing.

--determine current and projected skill shortage and retention problems which threaten accomplishment of agency missions.

--examine the impact of the more stringent personnel security requirements of the IC agencies on the ability of the agencies to compete in the labor market.

--explore the possibility of assessing the quality of new staff being employed and retained now and in the future.

4. Equal Employment Opportunity.

--develop a grade/sex/race profile.

--examine occupational distribution in terms of race and sex.

5. Examining the Future.

--address this question from the perspective of strategic and technological change in the intelligence mission, and economic, social, and demographic trends in US.

--examine projections of agency future staffing needs from the current staff base. Include examination of the impact of congressional personnel authorizations for the IC agencies and the impact of congressional action on pay and benefits.

6. Organizational Issues.

--examine the role of the DCI in providing guidance and direction to the HRM programs of the intelligence community agencies and for performing an on-going oversight of HRM.

--examine the potential impact of war-time operations on those intelligence functions heavily dependent on civilian personnel.

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The investigation will be directed primarily to the CIA, NSA, DIA, and FBI. The current redesign of the civilian personnel systems of the military intelligence agencies will not be examined. It is expected that the Panel's findings and recommendations will be of value in assessing these changes. Study of the State INR activity will be limited in scope.

To re-emphasize the comparative nature of the study, in all phases of the study, the staff will examine:

a) the degree to which the different intelligence agencies should or could have uniform HRM policies,

b) the extent to which the uniqueness of the intelligence function justifies different HRM policies from the rest of the government.

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